APPENDIX B

THE MANPOWER PROCESS

B-1. **General**.

a. The ~~Civil Works~~ Directorate of Resource Management (D/RM) uses the FORCON software as a tool to develop its Civil Works personnel resource requirements and to determine full time equivalent (FTE) workyear allocations.

b. Timeline. In terms of a sequence of events, the process is relatively simple. It can be summarized in five steps (see Figures B-1 & ~~2~~ 6):

(1) Field Input. Between February and March, USACE commands input both funding and manpower data.

(2) USACE Analysis. In April, CECW-BA and RM-M review~~s~~ the data submitted, integrates MSC data into one data base, and verifies the program amounts. Manpower and workload trends by MSC, are provided to the HQ Manpower Advisory Council.

(3) Manpower Distribution. In late May,CE~~CW-BA~~ RM-M runs the model, incorporating manpower initiatives directed by the HQ Manpower Advisory Council.CE~~CW-BA~~ RM-M recommends manpower allocation distribution for USACE commands to the Director~~s~~ of Civil Works (D/CW)and Resource Management.

(4) Allocation. In mid-June, the ~~(D/CW)~~ D/RM provides draft manpower allocations to USACE commands which meet~~s~~ the conditions set in the manpower initiatives and is workload based. In July, USACE commands then review and ~~command~~ comment on the draft allocation. In August, CERM-M provides final allocations which take into account field concerns and changed circumstances since the June allocation. A portion is withheld for later allocation when Congressional adds are known after the House and Senate Conference. The Congressional adds manpower is normally allocated in October.

(5) Defend Manpower. In September, CECW-BA defends the future manpower requirements to ASA (CW) and OMB. The data source for this activity is the foregoing data input and analysis.

B-2. **Field Input**.

a. The ~~Civil Works Directorate~~ Directorate of Resource Management uses the FORCON software as a tool to develop its Civil Works personnel resource requirements and to determine

full-time equivalent (FTE) workyear allocations. FORCON is a Windows 95 micro computer based system. The FORCON model provides the means by which USACE commands project their workyear requirements to execute their Civil Works mission. The data base gives a six (6) year view of manpower utilization and requirements from current year (CY) through budget year (BY) plus four (i.e., CY=~~97~~ 98 & BY=99+4=~~02~~ 3). For the current year (CY), FORCON represents how a USACE command plans to execute its program given the existing manpower voucher and the total expected allocations for the Civil program passed by Congress. In the BY, FORCON represents how a USACE command allocates its dollars and workyears in accordance with the President's budget. These are displayed by: Project, Appropriation, Organization/ Function, and Method of Work (In House, Contract, By Others).

b. Data Organization.

(1) Funding data.

(a) The funding record is a six year display of available project funds, actual or anticipated. It is comprised of five parts; Congressional budget/work allowance, Carry-in funds, funds From other Corps or other governmental agencies, Cash Contributions, and Carry-out.

(b) To the maximum extent possible, funding amounts will be read into FORCON by HQUSACE from available data sources, prior to the start of each manpower cycle.

(2) Manpower and Fund Distribution data. Data is grouped using the A/CCS system, i.e. GI, CG, O&M, along with an appropriate sub-code. See Appendix C and D.

(a) On a single year basis, the funds available to do work for a specific project are spread by organization and function. This record is comprised of five parts; Full Time Equivalent (FTE), Hired Labor, Other in-house costs, Contract payments (AE **and other** services, and construction placement), and To Other Corps and Other Governmental agencies.

(b) FTE and hired labor are interrelated; therefore, FORCON will calculate one given the other, based on average organization /function costs developed annually in each USACE command. Total workyears for the USACE command are **constrained** to the existing manpower voucher for the CY.

(c) The CY input will represent the USACE command's plan of how resources will be allocated to accomplish the mission. It will indicate to HQUSACE where the workers are by organization/ function. **The CY input will match the current manpower voucher at the lowest USACE command level**.

(d) The BY input is not technically constrained to a fixed manpower ceiling, but will be

"reasonably constrained" by the local commander. The Corps of Engineers, along with all other Federal agencies, is required to reduce its workforce between FY 93 and 99. In this era of reduced resources, extreme caution is advised if any increase in FTE is contemplated. The USACE command should enter its preferred plan of operation. However, this must be tempered with common sense. If the outyear trend is downward, do not ask for an increase in manpower for a short term requirement. Similarly, a decreasing percent of contracting out for AE services indicates a reduced need for manpower and an increase in manpower should not be justified on the basis that it is less expensive to do in-house. Reasons for changes to current year manpower levels may include: unsafe conditions due to; large carry out for reasons other than a delayed contract award or late receipt of funds; much higher percent contracting out than base year; backlog of repairs; periodic maintenance projects; permits; inspections, etc. The difference in workyears between the current and preferred plans will be the statement of changed requirements (up or down) and **should be critically reviewed by the MSC prior to submittal.**

(e) OMB has established declining outyear ceilings on Corps manpower levels through FY 99 and expects the Corps to attain regular productivity improvements. It is unreasonable to expect large increases in any one MSC or subordinate command unless there is an unusually large program increase to justify it. Commanders should present additional requirements for **only the highest priority** needs, so that manpower deliberations by headquarters are not confused by unrealistic requirements.

(3) Organization/function data. The structure and definition of manpower by organization and function is given in Appendix A.

B-3. **USACE Analysis**.

a. CECW-BA and CERM-M reviews the data submitted, integrates MSC data into one data base, and verifies the program amounts. Some of the original data is modified. These modifications fall into several general categories.

(1) Last minute data changes requested by a USACE command.

(2) Corps program manager dictated. The Programs Division area engineers and ~~stove pipe~~ program proponents are provided with summary reports in March and May. As a result of their review, changes are made to ensure that Corps program amounts are not exceeded. Last year, changes were made in all appropriations. All funding changes are noted in the remarks field with the annotation "Modified by CECW-BA, CERM-M, or CEMP" for future reference.

(3) Data entry errors. There are a number of typo's in the data base, typical of these are: wrong A/CCS codes; or funds being entered as a Corps budgeted amount when clearly they came from a non-federal source as "cash", or from EPA as "from other agency", or the carry-out/carry-

in numbers differed; or manpower was attributed to negative dollar amounts, etc. These are corrected.

(4) Sub-codes. The sub-codes for A/CCS were not used, or we had not foreseen enough of them to accurately describe the work being done (see Appendix D). For instance, there were a number of cases where a project activity was clearly only engineering work during the first year of construction funding. The model took this project specific mask and applied it to subsequent construction funding and doubled or tripled the manpower. In this example, a "J" sub-code was used to separate the two and the model functioned as intended, using an engineering only allocator for the first year and a construction allocator for the subsequent years.

b. The headquarters Manpower Advisory Council (Council), chaired by the Director, Civil Works, has representatives from Engineering, Planning, Construction and Operations, and Programs Management divisions of the directorate as well as Real Estate, Research and Development, Military Programs (Environmental Restoration Support program (ERS)), and Resource Management Directorates.

(1) The functions of the Council are: a) to review the long term program and workload trends, b) to direct management policy and initiatives, and c) to recommend manpower allocations to the ~~director~~ Chief of Engineers.

(2) The Council is supported in this effort by ~~Programs Management Division~~ Manpower and Management Division, Directorate of Resource Management, which is responsible for: a) collecting and analyzing the FORCON manpower data, b) developing and recommending options and initiatives, c) implementing Council policy decisions, and d) providing the manpower allocation ~~to Resource Management~~ for formal voucher action.

c. Once all of the data is compiled and initially analyzed, CE~~CW-BA~~ RM-M provides MSC manpower and workload trends to the Council. Based on the trends, the council is asked if there should be any redistribution of FTE among three major groups; MSC's, labs and separate FOA, and HQUSACE. It also indicates areas in which it would like to focus management attention in its further deliberations. This may take many forms and in any year some or all may be applied in order to rationally constrain the adjusted requirement to fit the OMB Passback allocation. Brokered work may be adjusted so that acknowledgment of workload is given to the giving district, not the receiving one. Administration percentages (mission to support ratios) may be compared among MSC's and performance bands established. Rates of AE services and rates of contracting out for some organizations in some fund categories could be adjusted.

B-4. **Manpower Distribution**. Up to this time in the process, all data is "request side oriented". No manpower requirements trends have been run or analyzed. The FORCON data base contains CY data based on known workload and BY data based on the President's budget program. These

two developed programs are used to generate distribution rates. Those rates are used with funding estimates for the years (BY thru BY+4) to generate manpower requirement trends by organization/function and to develop requirements to be presented to OMB for outyear allocations.

a. FORCON Model.

(1) Distribution Rates. Once all data has been entered into the data base, distribution rates are computed for every fund category from CY and BY data input by each USACE command. The reason that more than one year is used in establishing the distribution rates is two-fold: First, by using the BY data we ensure that we are not locked into always doing things the way we do them currently. By using CY data, we dampen unrealistic, inflationary tendencies - nobody ever asks for less manpower. Secondly, we increase the statistical population of a given fund category which improves the validity of the model. While there are three different levels of distribution rates that may be generated (headquarters, Division, and District), only the headquarters level is used for the allocation of manpower. For each fund category two rates will be developed. These are: Organization/ Function Allocation and Method of Work (see Table B-1).

(a) The Organization/Function Allocation rate is developed by dividing the total funds available for each organization and/or function within the fund category for CY and BY, by the total funds available for the fund category.

(b) The Method of Work rate is obtained by dividing the total funds available for each of the methods of work (hired labor, other in-house, AE and services contract, construction placement, to other Corps, and to other agency) within a fund category, by total funds available for each organization and/or function within the fund category.

(2) Computations Performed by the Model. The distribution rates are used with the funding amount (funds available to do work) for each fund category to derive manpower requirements for each organization/function. For example, the funds available are multiplied by the organization/function allocation rate to yield the amount allocated to the Engineering organization. That amount is multiplied by the method of work rate (hired labor portion IN THIS EXAMPLE) to give the hired labor dollars for Engineering. That is divided by the average cost per organization ($/FTE) to produce the FTE workyears required for that organization/function. Thus manpower requirements in any year for which funding data exists may be computed for each project based on the workload spread for CY and BY. These are totaled for each USACE command. The same computational method is used to track other in-house costs, contracts (AE services and construction placement), and to others (Corps and agency).

FORCON Model Example

FUND CATEGORY (A/CCS) B 511
FUNDS AVAIL ($000)= $5,000 (1)

RATE TABLE

	ORGAN/ FUNCTION RATE * (2)	METHOD OF WORK ** (3)	FORCON AVE COST $/FTE *** (4)	FTE (1*2*3)/4
ADMIN	.0610	.5542	46.6	3.6
PLNG	.0177	.3651	60.9	.5
ENG	.0932	.3554	58.1	2.9
CONST	.7886	.0384	56.4	2.7
R/E	.0044	.6698	53.7	.3
PPM	.0351	.4427	68.0	1.1
TOTAL				11.1

Note: * From Table B-1
** Hired Labor rate from Table B-1
*** Ft. Worth District average cost FY ~~97~~ 8 data base

b. Incorporating manpower initiatives directed by the HQ Manpower Advisory Council is the next step in the manpower distribution process. This year, there ~~were two~~ was one initiative~~s~~:

~~(1) Percentage of Administrative staff as compared to total staff measured at MSC in FTE.~~

(~~2~~ 1) Percent of organization funds for AE service contracts for the planning and engineering organizations as measured at the MSC in funds for each of the organizations.

~~(3) Both of these~~ This initiative~~s were~~ is multi-year in scope. ~~Both used~~ Corps-wide averages for each type of work are used. The results may have been an increase of a decrease in manpower for a particular field office.

c. Congressional Adds. Each year, Congress adds studies and construction projects that

were not in the President's budget, or it increases or decreases the budget amounts. Generally the Adds are paid for by reducing all studies and construction projects by ~~the~~ an assumed savings and slippage. In anticipation of this action, manpower is withdrawn from that available for distribution. This year, the congressional action came early enough that all adds were accounted for in the final distribution.

d. New Construction Starts. The President's budget does not have new construction starts named for the out years, yet it has assumed ceilings. Without integrating new starts into the allocation process, the Corps future program would taper off in the out years. The Programs Management Division data base is the source of information as to which projects and funding amounts should be assumed for the integration of new starts.

f. Recommended manpower allocation is coordinated with CECW and provided to the Director~~, Civil Works~~ of Resource Management for distribution to USACE commands. The total of USACE command manpower requirements for BY have exceeded the manpower allocated to the Corps by OMB, therefore, the calculated manpower is reduced to fit the ceiling. The constrained manpower allocation, is the basis for this final step. ~~Long term workload trends are used to mitigate modeled requirements of increases or decreases for the budget year manpower allocation. If the long term workload trend for a MSC is downward, it would be unreasonable to expect a short term increase in allocation. Several potential allocations were modified (+ or -) when compared to these trends. This year, inorder to speed the process up in reallocating manpower to where the workload was shifting, the Director of Civil Works continued his policy to allow a maximum shift of 11 percent (+/-) from last year's allocation~~. Long term trend analysis conducted this year showed that no additional cycle dampening of the original modeling was required. Therefore, the allocation and out-year projections published were exactly as modeled. Individual district FTE derivations from year to year were within acceptable norms. The allocation was made down one level (to MSC's). See appendix L for FORCON graphic data displays and the allocation tables.

B-5. **Allocation**.

a. In June,CE~~CW-BA~~ RM-M provides USACE commands with an initial draft workload based manpower allocation which meets the conditions set in the manpower initiative~~s~~ and Congressional adds. The allocation is provided to the MSC commanders, R&D director and separate FOA to suballocate. ~~The MSC commanders are given the allocation at the district level.~~ This number is broken out for 'core' work and fenced environmental restoration support work, and support for other agencies. The data bases that formed the basis for this allocation are also provided to USACE commands for their review.

b. During the month of July, the field reviews the draft allocation and provides comments through Divisions to MSC's to headquarters. This review serves several purposes. USACE

commands comment on the adequacy of the allocation to execute the President's budget program. They also provide comments on the application of the model, identifying projects where the software provided an inappropriate allocation. This could be either + or - when compared to the expected results.

c. In August,CE~~CW-BA~~ RM-M provides the final allocation to MSC commanders via the Consolidated Command Guidance for the respective FY. This allocation has taken into account MSC comments on the initial allocation, changed circumstances, and policy matters which may have arisen between June and August. Every effort is made to ~~seen~~ ensure that MSC's receive their allocation in advance of the budget year. The data bases that formed the basis for this allocation are provided to the MSC's for their information to assist them in sub-allocating FTE.

B-6. **Defend Manpower**.

a. In September, CECW-BA, defends future manpower requirements to ASA(CW) and OMB. The data source for this activity is the FORCON data base. Because we can now define the civil program in its constituent subparts it is now easier to demonstrate Corps needs.

b. Both ASA(CW) and OMB are presented with summary level data and with individual program requirements. All of the data used for these presentations comes from the current and historical FORCON data bases. No additional data is required from USACE commands.

c. OMB Passback. The OMB budget Passback, provided annually to the Corps usually in the November/December timeframe for the following year's budget, largely uses the manpower data which we (you) provided thru FORCON.

d. Other Uses. FORCON data is also used to respond to miscellaneous requests for manpower information generated throughout the year by Congress, OMB, ASA(CW), other agencies, and various offices within HQUSACE and Corps field offices. As the Corps is restructured to meet the needs of future missions and requirements, the FORCON database is used by the various task force teams to describe workload. As we have come to rely on its accuracy we have eliminated a number of data calls for manpower and workload information.

B-7. **Modeling.**

a. The FORCON model output generally supports more manpower than is available to allocate. For this reason, the software enables the user to "constrain" the model output down to a desired FTE number. In general, this is accomplished by constraining or reducing the funds, by appropriation, until the desired number of FTE are produced. The model has three variables: funds, hired labor cost, and the distribution rate. When you use the model, it is strongly recommended that you only change one variable at a time otherwise you will not be able to

pinpoint the cause of the differences generated.

b. The methodology chosen will vary for each user. Headquarters was guided by the reductions in the total workforce provided by the Federal Workforce Restructuring Act of 1994, OMB implementing guidance on the Act, and OMB direction that all programs (GI, CG, O&M, etc) will be reduced equally for FTE. The FORCON data bench mark was set by how much the field portrayed itself for FY 94 during the budget year FY 95 cycle. For instance, divisions and districts used 1973 FTE in GI in FY 94. This was reduced by 2.2 percent for FY 95, and additional 0.97 percent for FY 96, etc. out through FY 99. This process is true for all programs except GE and Regulatory. In each of these cases, specific statements were made to Congress on their FTE allocations, the former decreasing and the latter increasing, for external reasons.

c. Workload driven allocations. The Corps budget varies from district to district over time. Some offices have increasing (or decreasing) GI programs which feed new construction. Periodic maintenance cycles vary also. Therefore, it has been observed that a given field office may in fact decrease faster than the total overall FTE decrease specified in the Act, while other districts or offices may increase during this general period of declining resources.

d. The following instructions are provided for local running of the FORCON model. These instructions are generic in nature. If you have specific questions contact Mr. Peter Glyer at (202) 761-0703.

B-8. **How to run the FORCON model.**

a. Before providing the individual steps on running the FORCON model, several critical assumptions are made:

* Appropriate average cost and inflation rates have been loaded into the data base (see Table J-1).

* All projects in the data base are in balance.

* All projects have been reviewed for consistency and are appropriately sub-coded.

b. Modeling consists of three basic steps:

(1) STEP 1. Creation of Distribution Rates.

(2) STEP 2. Generation of a Baseline.

(3) STEP 3. Constrained data base to fit a specific ceiling.

B-9. **Creation of Distribution Rates.**

CAUTION: Always start in the Production area of the data base.

a. Select PRODUCTION.

b. Select PERFORM CALCULATIONS.

c. Select GENERATE OUTYEAR TRENDS DATA.

d. Generating rates:

(1) Enter an appropriate EROC: Most users will desire to enter their own EROC, however, it is possible to use the EROC of your division i.e. B?. Understand that you must have access to all records for which you wish to generate the distribution rates. It does you no good to enter your division if you only possess your district's data on your data base.

(2) Enter the year of the distribution rate for which data you are desiring to create ~~the~~ rates ~~for~~. Normally this will be the budget year for this particular cycle, i.e., 1998.

(3) Enter **N** for Run Constrained Trends. We are not interested in constraining at this time, you need to establish or recalculate the rates first.

(4) Enter **Y** for Recalculate Distribution Rates. This will cause the computer to establish ~~for~~ the distribution rates for your district (or division) for the first time, or recalculate your rates if you have made changes to your data.

(5) Enter **CNTL/END** to begin the process. You will notice a number of messages across the bottom of the screen which are intended to notify you of the status of the model. When this process is complete, you will be directed to "press any key to continue". (Do so at this time).

(6) The program will have searched for exceptions during the above modeling process. If you wish to review these, answer Y, directing the output to screen, printer or file (S/P/F). My recommendation is to a file. You may wish to review this output before continuing, correcting any problems in the original data base. If you choose to do this, then repeat all of STEP 1 until you are satisfied that you have generated a good set of distribution rates. See Annex I, paragraph 3.6.10 for discussion on where to find and how to read your distribution rates.

(7) Results: The results of the process you just completed include a) the generation of a set of distribution rates for your district (or division), and b) population of your BY+1 through BY+4 Organization and Function records. You may wish to print some reports of the results for this

information. If so, look in the production data base.

B-10. **Generation of a Baseline.**

CAUTION: Always start in the Production area of the data base.

a. Select PRODUCTION.

b. Select PERFORM CALCULATIONS.

c. Select GENERATE OUTYEAR TRENDS DATA.

d. Creating a Baseline:

(1) Enter an appropriate EROC: Most users will desire to enter their own EROC, however it is possible to use the EROC of your division i.e. B?. Depending upon which distribution rates you wish to use and/or have access to, enter your district EROC, your division's EROC or Corps-wide using HQ as the EROC.

(2) Enter the year of the distribution rate data you are desiring to create the rates for. Normally this will be the budget year for this particular cycle, i.e., 199~~8~~ 9. Caution, if you have selected HQ (see above) and it is early in the cycle you will have to select last year's date, or you will not be able to generate FTE. Once HQUSACE has provided you with the draft FTE for the new Budget year, you may use that distribution rate table.

(3) Enter **Y** for Run Constrained Trends.

(4) Enter **CNTL/END**. Enter zero for the amount to be constrained at this time. This will establish a baseline number of FTE to be generated based on the funds available and the particular distribution rate table you selected.

(5) Enter **CNTL/END** to begin the process. Answer **N** to the question about New Starts (New starts are only relevant in the out years). You will notice a number of messages across the bottom of the screen which are intended to notify you of the status of the model. When this process is complete, you will be directed to "press any key to continue". (Do so at this time).

(6) The program will have searched for exceptions during the above modeling process. If you wish to review these, answer **Y**, directing the output to screen, printer or file (S/P/F). My recommendation is to a file. You may wish to review this output before continuing, correcting any problems in the original data base. If you choose to do this, then repeat all of STEP 2 until you are satisfied that you have generated a good baseline.

(7) Results: The model has taken your Budget Year funding information and copied it into the first of the outyears in order to preserve your original data. After it is finished, your data is copied into the Constrained data base. Go to the Constrained data base to read your results. You may choose to review individual projects on screen by using the normal Edit procedures or you may wish to generate reports. My recommendation is an ORGSUM and a CATSUM (using a Yes, No response to the questions which will provide a Category Summary called CATTOT displaying appropriation totals only). See figure B-3 for a baseline CATTOT report. I strongly recommend that you type the word BASELINE when asked for additional information prior to running the reports. This will save you from confusion later on.

B-11. **Constrained data base to fit a specific ceiling.**

a. You are now ready to use the model to generate FTE to fit a specific ceiling. These ceilings may be provided by HQUSACE or your division. You will need both 'Core' and 'Support for Others' ceilings. After you have chosen the specific percents that you will be reducing selected appropriation, you will be ready to begin.

b. Repeat the process used for STEP 2 until you come to the Constraining Percent screen. Enter the appropriations and selected percentages at this time, deleting any unwanted appropriations or zeroing them out. You may add others by pressing F3. When you have checked to see that you typed both the appropriation and the percents correctly, enter **CNTL/END** to start the model. Enter **N** to the question about new starts. Same as before, you will notice a number of messages across the bottom of the screen which are intended to notify you of the status of the model. When this process is complete, you will be directed to "press any key to continue". (Do so at this time).

(1) The program will have searched for exceptions during the above modeling process. If you wish to review these, answer **Y**, directing the output to screen, printer or file (S/P/F). My recommendation is to a file. I recommend that you select **N** to the question of the exception report.

(2) Results: The model has taken your Budget Year funding information and copied it into the first of the outyears in order to preserve your original data. After it is finished, your data is copied into the Constrained data base. Go to the Constrained data base to read your results. You may choose to review individual projects on screen by using the normal Edit procedures or you may wish to generate reports. My recommendation is an ORGSUM and a CATSUM (using a Yes, No response to the questions which will provide a Category Summary called CATTOT displaying appropriation totals only). See figure B-5 for a final CATTOT report. I recommend that you type the specific appropriations and the percentage used when generating your output to avoid confusion later on. Check the output of the two CATTOT reports (Baseline and this one) to see if you achieved the desired results.

B-12. **FORCON Model Worksheet**: This worksheet is provided as a tool in determining the percents to be reduced. You will have to arrive at a rational, defendable methodology for determining which appropriations should be reduced in order to reach your ceiling. The example provided below is one possibility. See figure B-2 for a copy of a blank worksheet and figure B-4 for an example of a filled out worksheet.

TABLE B-1
FORCON DISTRIBUTION RATE TABLE

Fund Category: Construction, General, Flood Control Projects,
Local Protection, Specifically Authorized
Code = B 511

Organization/ Function Rate *Method of Work Rate*

Org Name	Org Rate	Hired Labor	Other In-House	AE & Svc Contract	Const. Contract	To Other Corps	To Other Agency	
ADMIN	.0610	.5542	.3932	.0085	.0000	.0344	.0097	= 1.000
PLANNG	.0177	.3651	.1702	.3655	.0000	.0229	.0763	= 1.000
ENGR	.0932	.3554	.1357	.4459	.0000	.0560	.0070	= 1.000
CONST	.7885	.0384	.0242	.0005	.9348	.0019	.0002	= 1.000
OPNS	.0001	.0000	1.000	.0000	.0000	.0000	.0000	= 1.000
RE	.0044	.6698	.3024	.0053	.0000	.0241	.0037	= 1.000
PPM	.0351	.4427	.3241	.1586	.0000	.0265	.0481	= 1.000

= 1.000

Data Source: FORCON FORCTRND.DBF from the FY 199~~7~~ 8 data base.

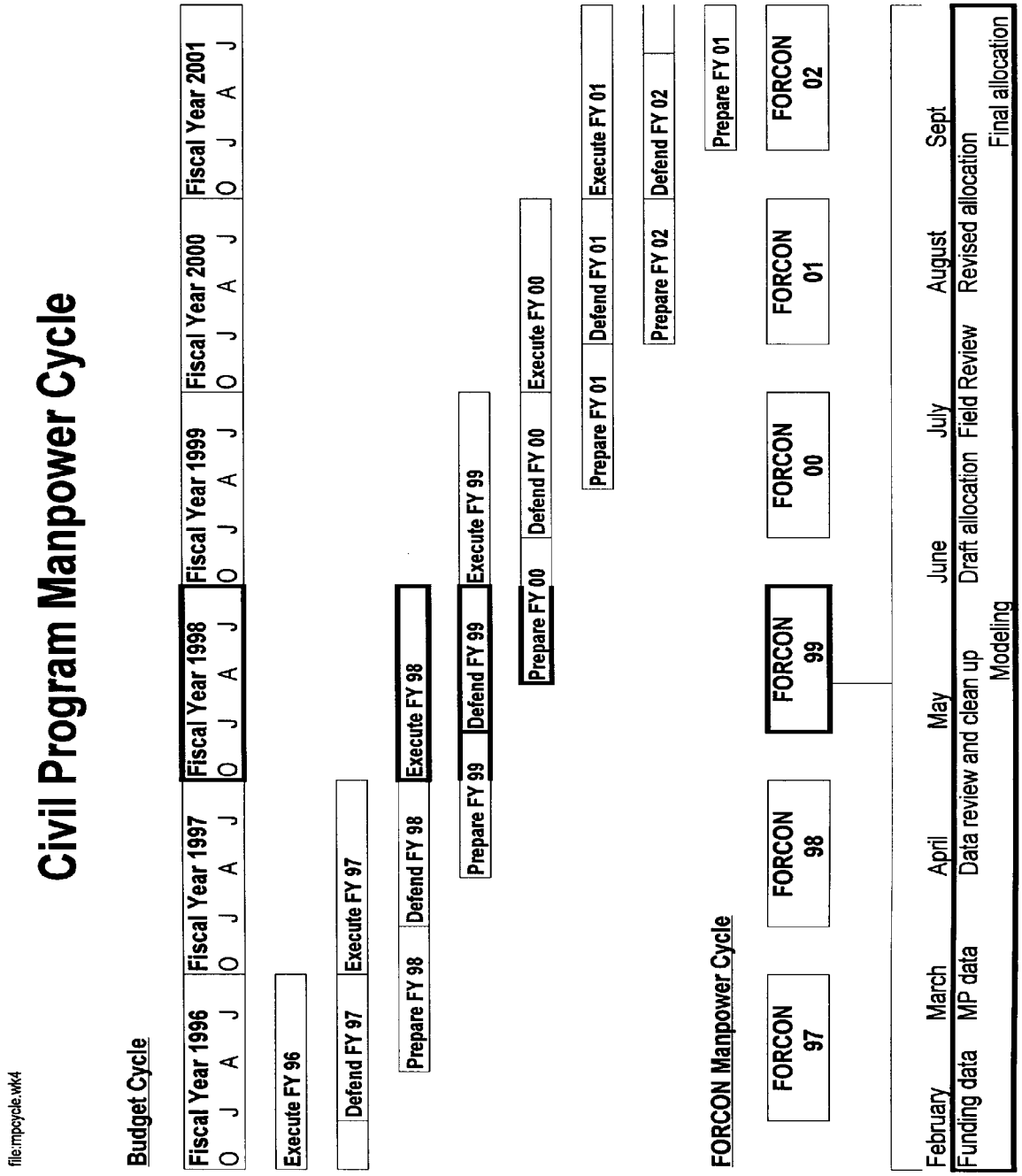


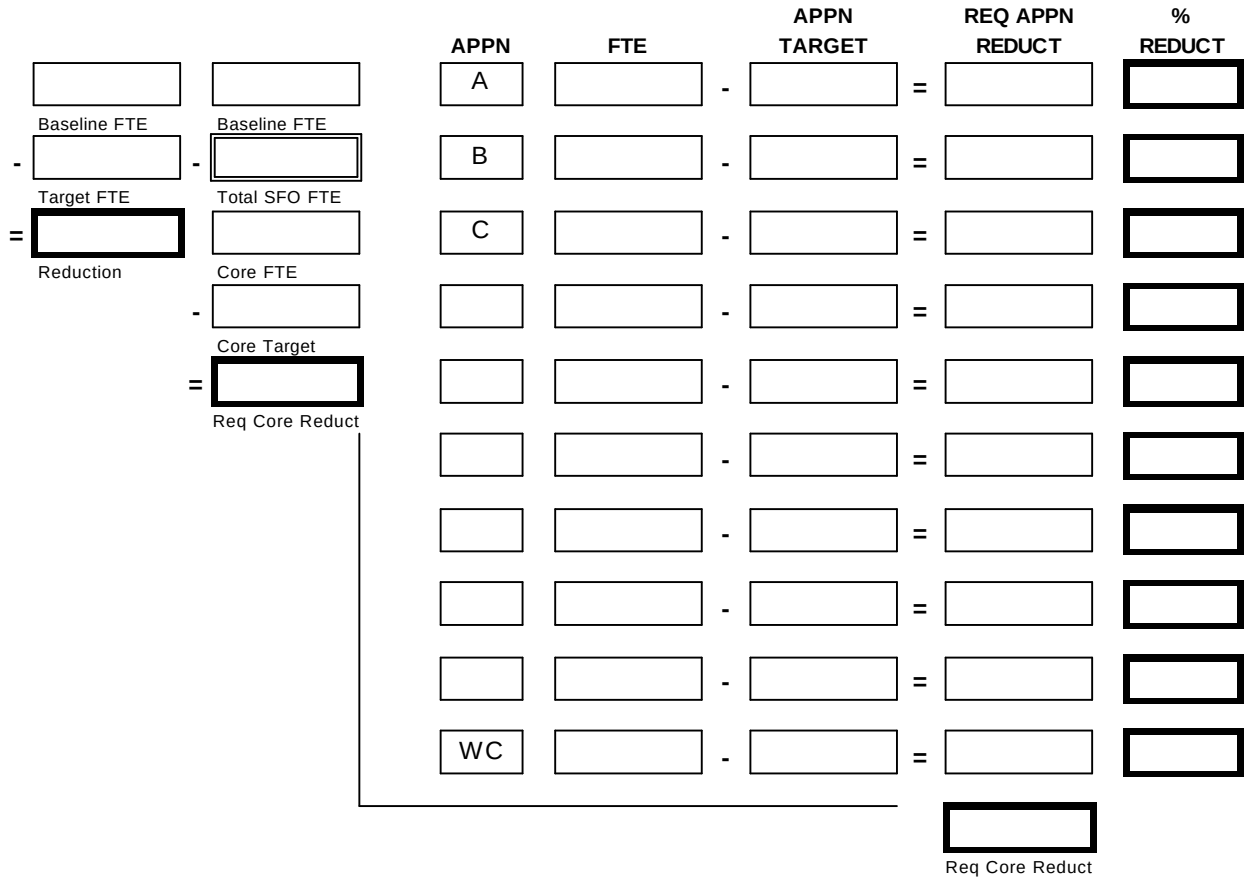
Figure B-1 FORCON Manpower Cycle

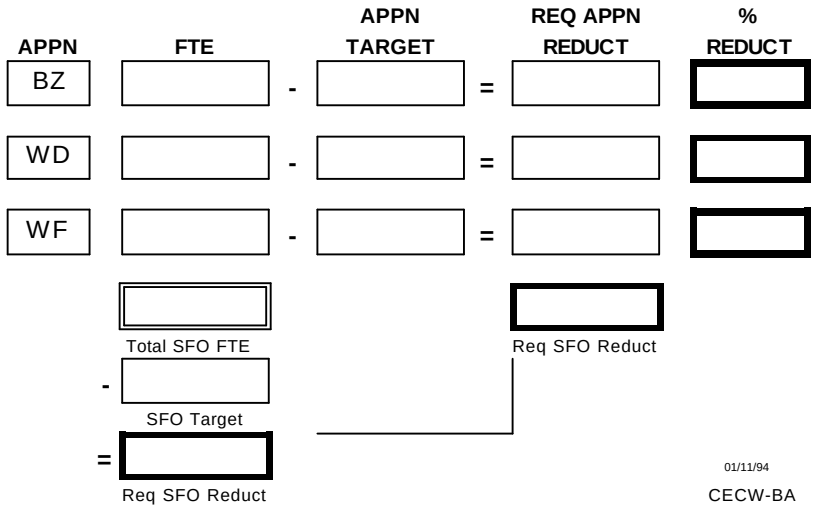
file: forcwork.wk4

Figure B-3 FORCON worksheet - Example

FORCON MODEL WORKSHEET

FY _ _





USE CATSUM (CATTOT) REPORT

01/11/94
CECW-BA

12/02/1997 15:09 Page: 67 CATEGORY SUMMARY ($000)
baseline w/ FUSRAP
HQ Corps Reporting Year: 1998

App Code	FTE Wrkyears	Hired Labor	Other In_House	Contract-Payments AE & Svc	Cnst Plc	To Other Corps	ToOther Agency	Fund Category Totals
Grand Total by Appropriation Code for HQ CORPS								
General Investigations	1881.4	111818.2	46944.2	45909	240	16878	5713	227502.4
Construction, General	4288.3	248754.1	112853.2	123477	1364747	33789	28159	1911779.3
Environmental Restoration Support	597.5	35637.6	16252.5	33018	308414	7774	8748	409844.1
Operation and Maintenance, General	12542.3	631799.0	327918.1	135917	483791	73432	38788	1691645.1
Flood Control & Coastal Emergencies	159.3	9432.5	7026.9	2242	75594	518	82	94895.4
General Expenses	617.4	46387.0	19529.3	670	0	3703	296	70585.3
Flood Control MR&T, Studies	75.2	4328.4	1614.9	2193	0	204	205	8545.3
Flood Control MR&T, Construction	725.7	38060.1	17416.5	16431	92564	18807	2707	185985.6
Flood Control MR&T, Maintenance	869.1	38214.3	36688.6	13591	43299	16965	1303	150060.9
Maintenance and Operation of Dams	0.5	23.1	560.3	50	52	0	0	685.4
Hydraulic Mining in Calif. Debris Fund	0.0	0.0	0.0	140	0	0	0	140.0
Regulatory Program	1312.7	71145.4	29443.6	2306	0	2279	1415	106589.0
Coastal Wetlands Restoration Trust Fund	36.9	2161.1	903.8	493	5249	0	33522	42328.9
Special Cases	4.3	240.7	450.4	16	991	41	1	1740.1
Revolving Fund	4.5	252.5	2086.6	0	488	27	18	2872.1
Work for Other Corps Offices	804.0	44136.3	24082.6	8385	0	3052	765	80420.9
Domestic Agencies	521.0	30183.4	17100.5	99523	140020	47771	1938	336535.9
Foreign Governments	1.1	66.8	68.2	73	0	2	0	210.0
Formerly Used Sites Remedial Action Program	178.7	10965.7	7544.4	6596	58388	0	0	83494.1
CORPS TOTAL	24619.9	1323606.2	668484.6	491030	2573837	225242	123660	5405859.8

Figure B-3 FORCON CATTOT Report - Baseline

File: TOTOWORK.WK4

FORCON MODEL WORKSHEET

FY 98

24620 Baseline FTE	24620 Baseline FTE	APPN	FTE		APPN TARGET		REQ APPN REDUCT	% REDUCT
- 23340 Target FTE	- 1131 Total SFO FTE	A	1881	-	1495	=	386	20.5
= 1280 Reduction	23489 Core FTE	B	4288	-	3407	=	881	20.5
	- 22222 Core Target	C	17542	-	OK	=		
	= 1267 Req Core Reduct	EW	75	-		=		
		ER	726	-		=		
		ES	869/1670 OK	-		=		
				-		=		
				-		=		
				-		=		
		WC	804	-	OK	=		
							1267 Req Core Reduct	

APPN	FTE		APPN TARGET		REQ APPN REDUCT	% REDUCT
BZ	598	-	598	=	0	
WD	521	-	501	=	20	3.8
WF	1	-	1	=	0	

1131 Total SFO FTE
- 1111 SFO Target
= 20 Req SFO Reduct

20 Req SFO Reduct

USE CATSUM (CATTOT) REPORT

01/11/94
CECW-BA

Figure B-4 FORCON Worksheet - Example

12/04/1997 14:38 Page: 67 CATEGORY SUMMARY ($000)
incl FUSRAP constrained a=20.5%, b=20.5% wd=3.8%
HQ Corps Reporting Year: 1998

App Code	FTE Wrkyears	Hired Labor	Other In_House	Contract-AE & Svc	Payments To Other Cnst Plc	To Other Corps	Other Agency	Fund Category Totals
Grand Total by Appropriation Code for HQ CORPS								
General Investigations	1492.8	88974.9	37431.7	36502	191	13387	4527	181013.6
Construction, General	3410.2	197795.1	89792.6	98172	1085020	26845	22343	1519967.7
Environmental Restoration Support	597.5	35637.6	16252.5	33018	308414	7774	8748	409844.1
Operation and Maintenance, General	12542.3	631799.0	327918.1	135917	483791	73432	38788	1691645.1
Flood Control & Coastal Emergencies	159.3	9432.5	7026.9	2242	75594	518	82	94895.4
General Expenses	617.4	46387.0	19529.3	670	0	3703	296	70585.3
Flood Control MR&T, Studies	75.2	4328.4	1614.9	2193	0	204	205	8545.3
Flood Control MR&T, Construction	725.7	38060.1	17416.5	16431	92564	18807	2707	185985.6
Flood Control MR&T, Maintenance	869.1	38214.3	36688.6	13591	43299	16965	1303	150060.9
Maintenance and Operation of Dams	0.5	23.1	560.3	50	52	0	0	685.4
Hydraulic Mining in Calif. Debris Fund	0.0	0.0	0.0	140	0	0	0	140.0
Regulatory Program	1312.7	71145.4	29443.6	2306	0	2279	1415	106589.0
Coastal Wetlands Restoration Trust Fund	36.9	2161.1	903.8	493	5249	0	33522	42328.9
Special Cases	4.3	240.7	450.4	16	991	41	1	1740.1
Revolving Fund	4.5	252.5	2086.6	0	488	27	18	2872.1
Work for Other Corps Offices	804.0	44136.3	24082.6	8385	0	3052	765	80420.9
Domestic Agencies	501.1	29031.9	16466.6	95738	134704	45943	1861	323744.5
Foreign Governments	1.1	66.8	68.2	73	0	2	0	210.0
Formerly Used Sites Remedial Action Program	178.7	10965.7	7544.4	6596	58388	0	0	83494.1
CORPS TOTAL	23333.3	1248652.4	635277.6	452533	2288745	212979	116581	4954768.0

OK

Figure B-5 FORCON COTTOT Report - Final

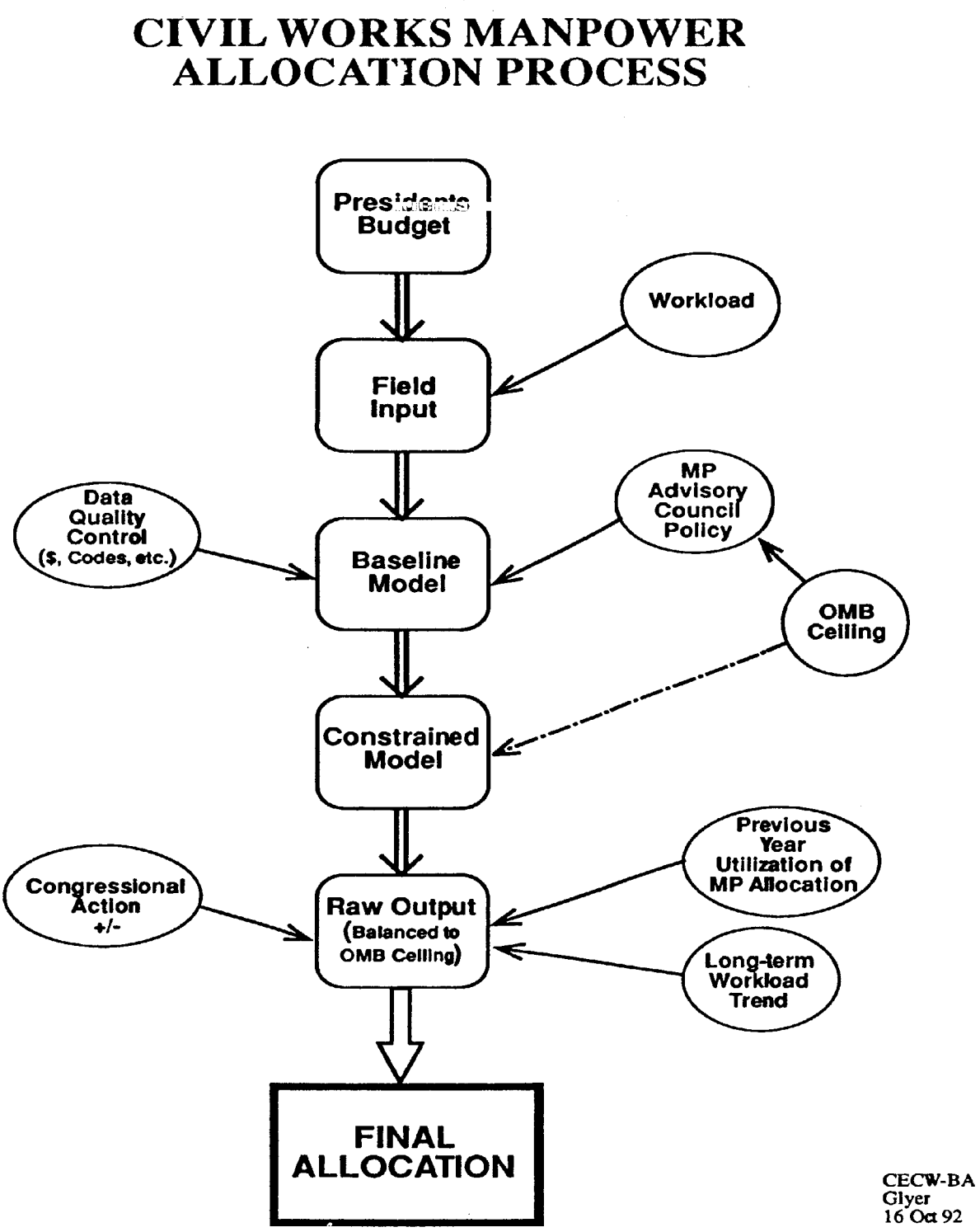


Figure B-6 Civil Works Allocation Process